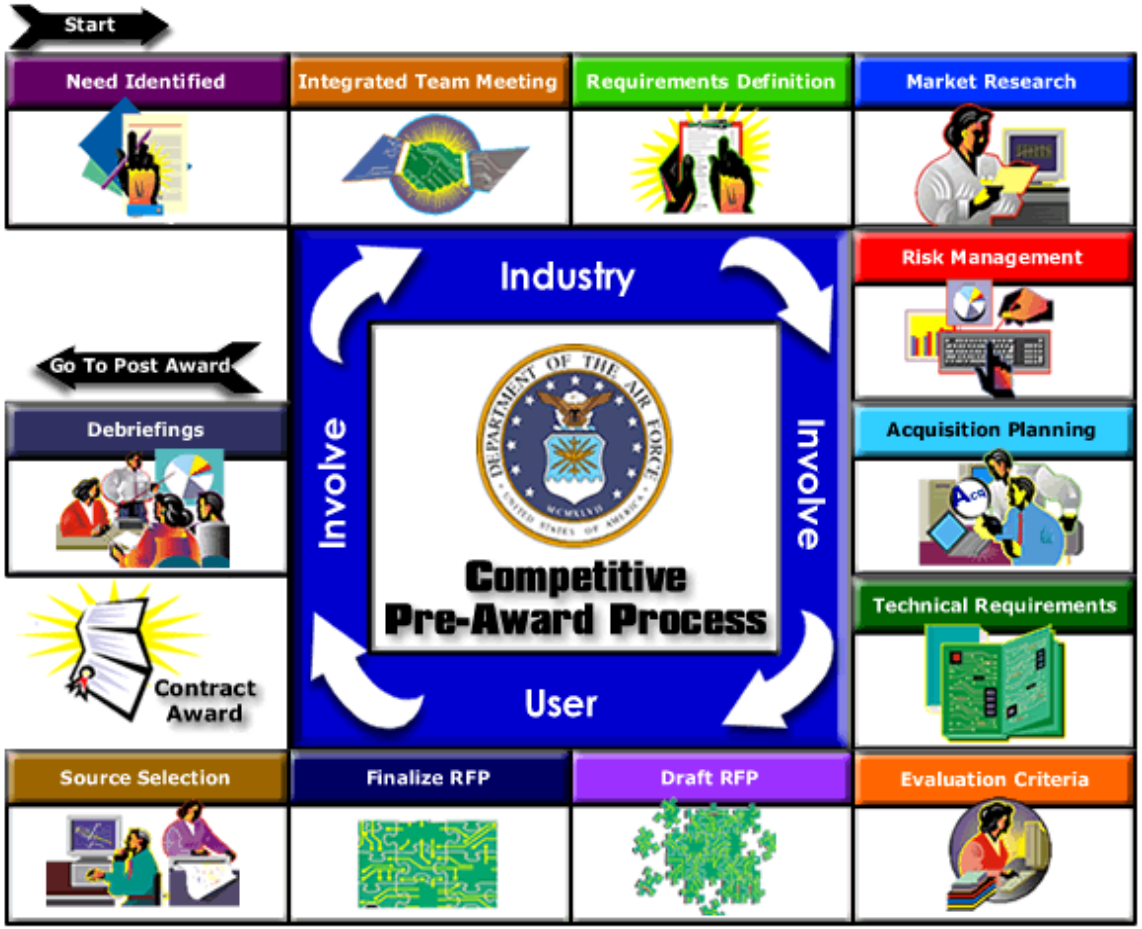
Understanding Source Selection

Black Magic
or
Sensible Process?

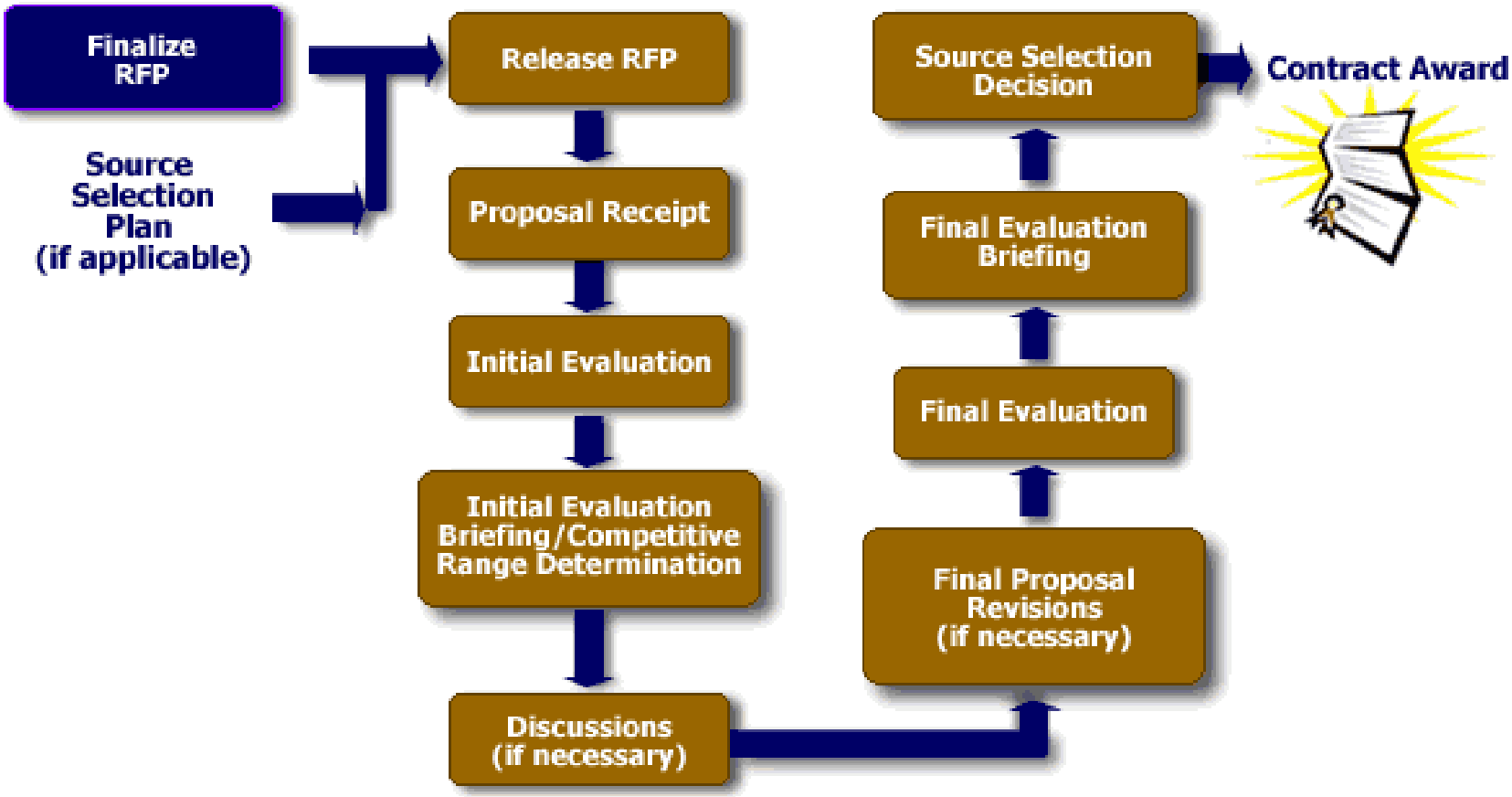
The Acquisition Gameboard



Air Force "Knowledge Now" website

https://afkm.wpafb.af.mil

The Source Selection Process



IGNORANCE

It's Amazing How Much Easier it is for a Team to Work Together When No One Has Any Idea Where They're Going.

Overview

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- What Is Source Selection?
- Source Selection Organization
- Critical Front-end Documents
- Source Selection Execution Overview
- Evaluation Factors – Basis for Award
- Hot Topics/Summary

What Is Source Selection?

This ISN’T how we do it!

What Is Source Selection?

- **FAR Part 15 competitive procedures are intended to:**
  - **Minimize complexity of the solicitation, evaluation and the source selection decision**
  - **Foster an impartial and comprehensive proposal evaluation**
  - **Lead to selection of the proposal representing the best value to the Government**
- **AFFARS Part 5315.3 (AFAC 96-5) Jan 02**
  - **Mandatory for use above SAT threshold**
    - ✓ **Unless PPT or LPTA are used**
  - **Only 10 pages long**

Processes And Techniques

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- **Lowest Price Technically Acceptable (LPTA) Process**
  - **Tradeoffs are not permitted**
  - **Proposals are evaluated for acceptability but not ranked using non-cost/price factors**
- **Price/Performance Trade-off (PPT) Process**
  - **Permits tradeoff between price and past performance risk after ranking of technically acceptable offers based on price**
- **Best Value Process**
  - **Permits tradeoffs among cost or price and non-cost factors and allows the Government to accept other than the lowest priced offeror**

Best Value Continuum

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- **Government seeks to award to an offeror who gives the Air Force the greatest confidence that they will best meet our requirements affordably.**

- **This may result in an award being made to a higher rated, higher priced offeror where the decision is consistent with the evaluation factors and the SSA reasonably determines that the technical superiority and/or overall business approach and/or superior past performance of the higher priced offeror outweighs the cost difference**

AFFAR 5315.101

The Best Value Continuum

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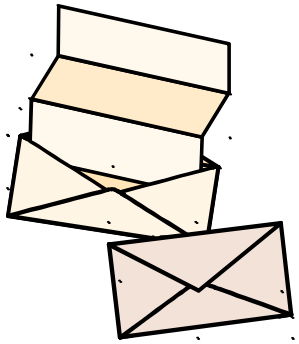
Mission Capability

Lesser **Technical Complexity** **Greater**

FAR Part 14 | **FAR Part 15** | "Informal Source Selections" | IAW AFFARS

Sealed Bid | **LPTA** | **PPT** Performance/ Price Trade-Off | **Best Value**



Categories of Source Selection

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- **Basic procedures**
  - **Competitive acquisitions from Simplified Acquisition Threshold (SAT) to $10M**

IT and MAIS thresholds are different

- **Median procedures**
  - **Competitive acquisitions $10M up to $100M**

- **Agency level procedures**
  - **Competitive acquisitions $100M and over**
    - **For Source Selection Authorities , see Attachment 5**

Source Selection - Key Participants

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- **Source Selection Authority (SSA)**
  - The official designated to make the SS decision
- **Source Selection Advisory Council (SSAC)**
  - Senior personnel who provide counsel and prepare a comparative analysis of the SSET's evaluation results
- **Source Selection Evaluation Team (SSET)**
  - Represents necessary functional disciplines
  - Conducts evaluation of proposals
  - Reports findings to SSAC/SSA
- **Contracting Officer (CO)**
  - Focal point for all exchanges

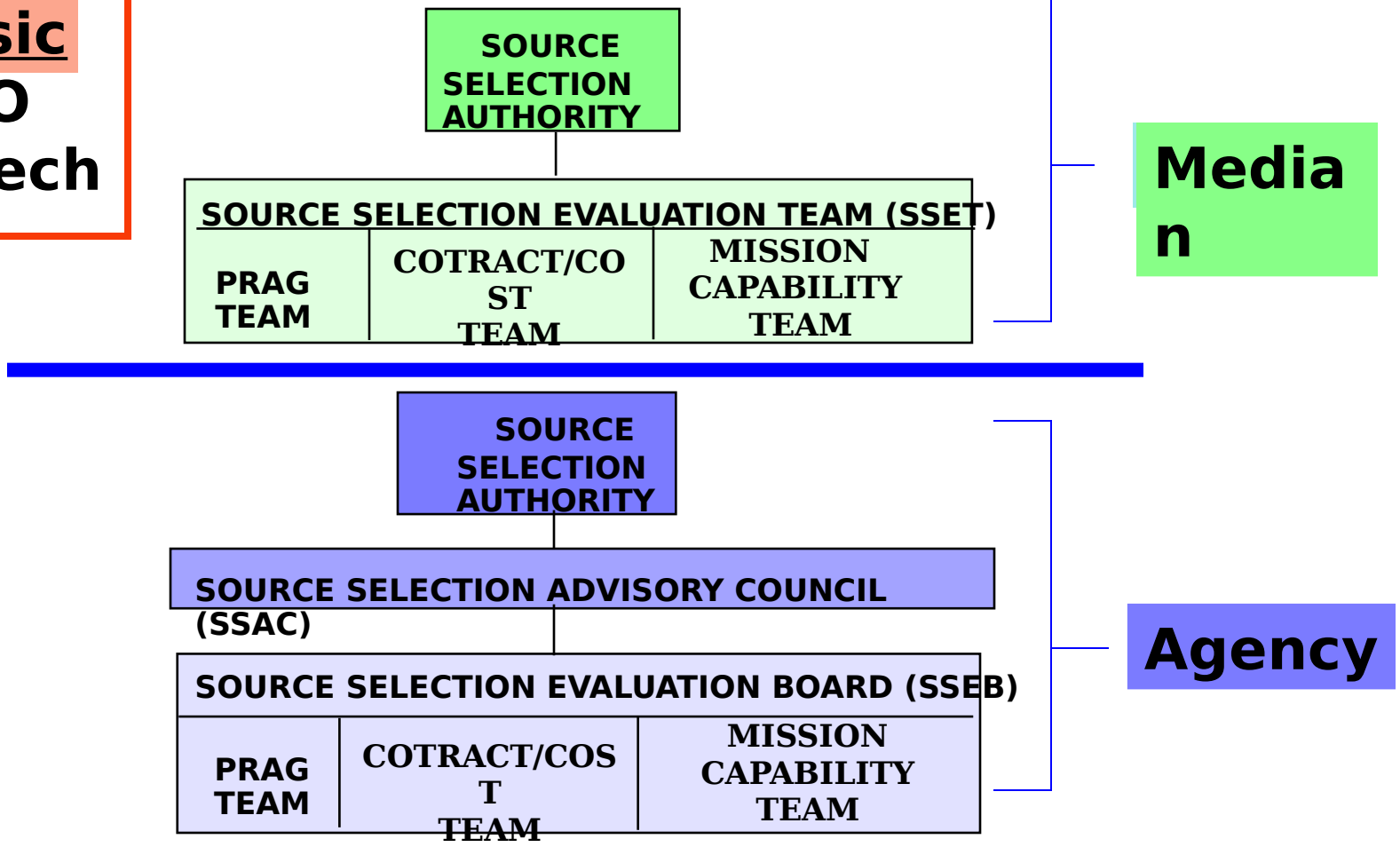
FEAR

Until You Have the Courage to Lose Sight of the Shore,
You Will Not Know the Terror of Being Forever Lost at Sea.

Source Selection Organization

AFFTC

Basic
PCO
1 Tech



Source Selection Organization

Example of Median Procedures (FTO)

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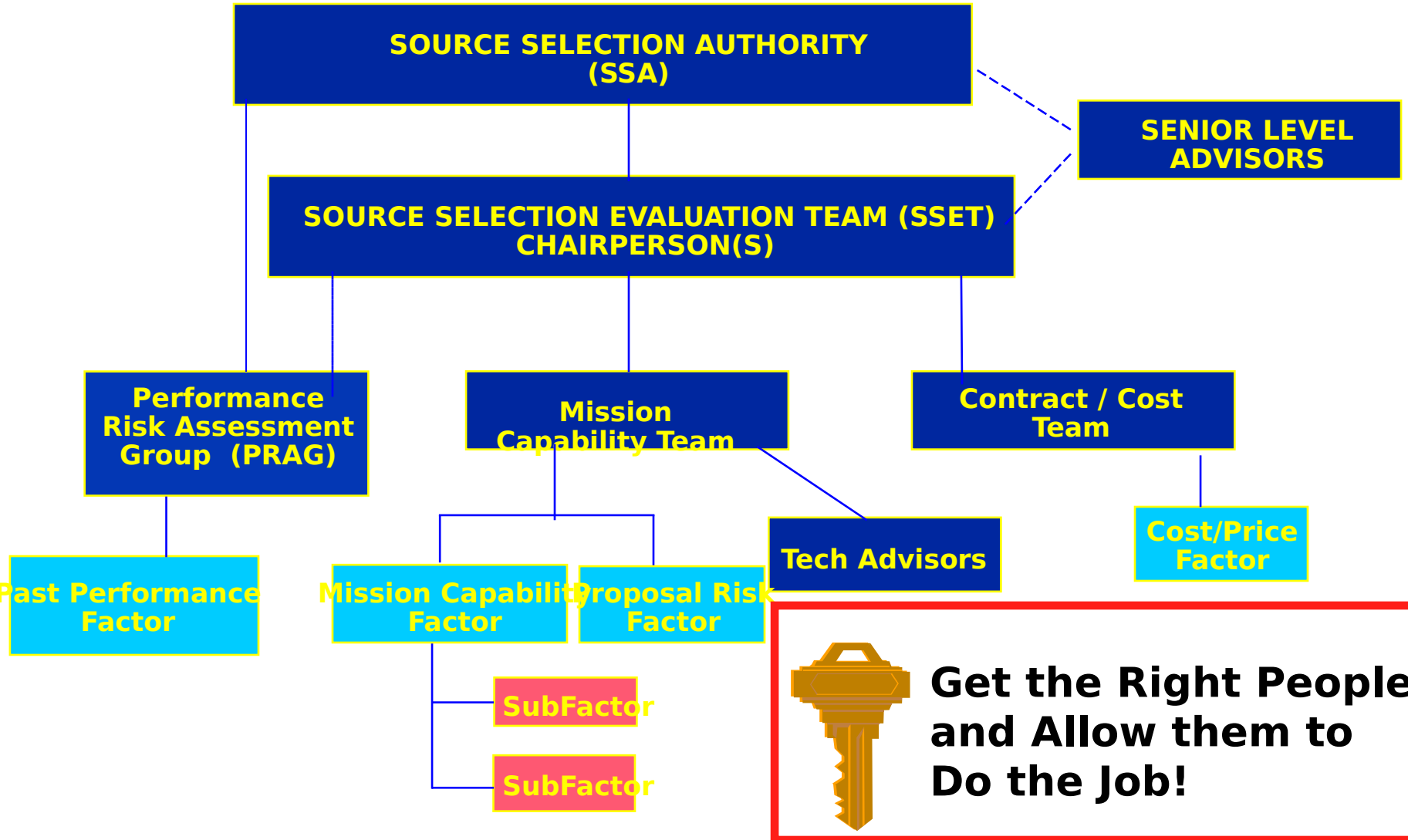

Source Selection Organization

Key Roles and Responsibilities

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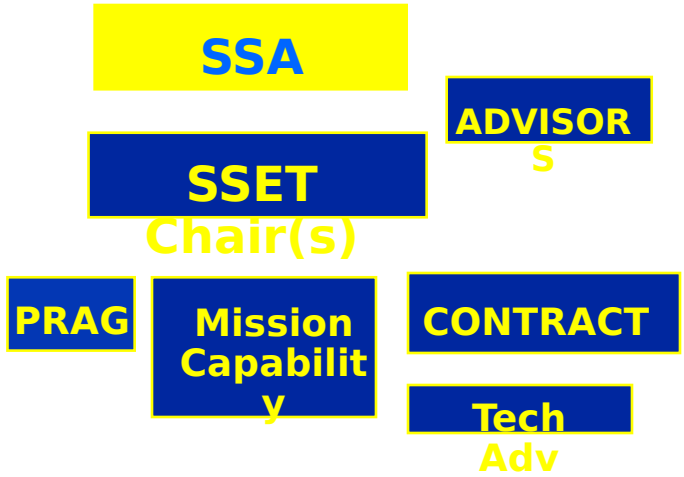
SSA:

- **Directs the source selection**



Responsibilities:

- **Appoint SSET/SSAC/PRAG Chair**
- **Review/Approve Source Selection Plan**
- **Determine if AWOD is appropriate**
- **Approve release of ENs**
- **Make the Source Selection**

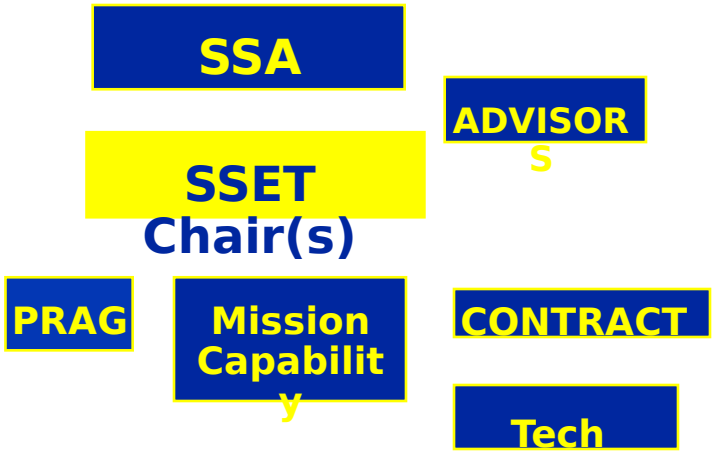
Source Selection Organization

Key Roles and Responsibilities

AFFTC

SSET Chairperson(s):

- Responsible for proper and efficient conduct of the source selection
- Ensure personnel, resources, and time assigned to the SS reflect the complexity of the program



Responsibilities:

- Ensure requirements are effectively addressed
- Recommend approval of the SSP
- Review and recommend SSA approval of ENs through the PCO
- In conjunction with the PCO, prepare the SSDD for the SSAs signature
- Participate in debfriefings

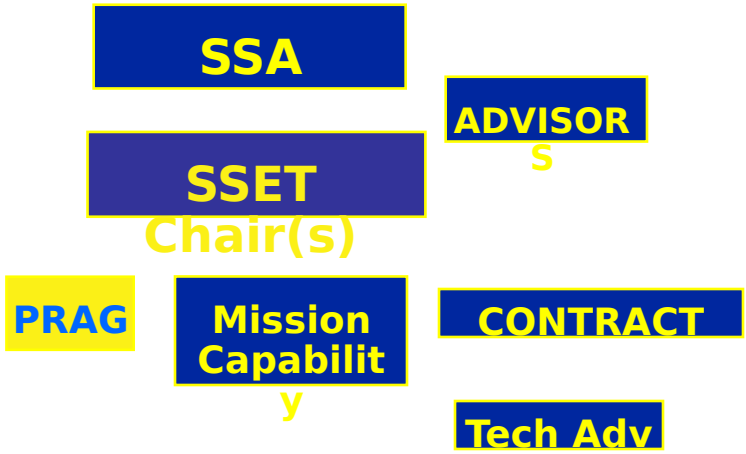
Source Selection Organization

Key Roles and Responsibilities

AFFTC

Performance Risk Assessment Group (PRAG):

- A group of experienced senior Government personnel
- Appointed to evaluate past performance
- Identify PRAG Chair prior to ASP



Responsibilities:

- Review/evaluate relevant performance data and, if necessary, generate ENs
- Assess performance confidence with respect to cost and specific evaluation factors
- Prepare Performance Confidence Assessment Report

Source Selection Organization

Key Roles and Responsibilities

AFFTC

SSA

ADVISORS

SSET Chair(s)

PRAG

Mission Capability

CONTRACT

Tech Adv

Mission Capability Team:

- Conduct an in-depth review and evaluation of each proposal.

Responsibilities:

- Assist in development of RFP
- Perform Technical Evaluation -
- Write Evaluation Notices (ENs)
- Write Proposal Analysis Report (PAR) Plan (with PCO)

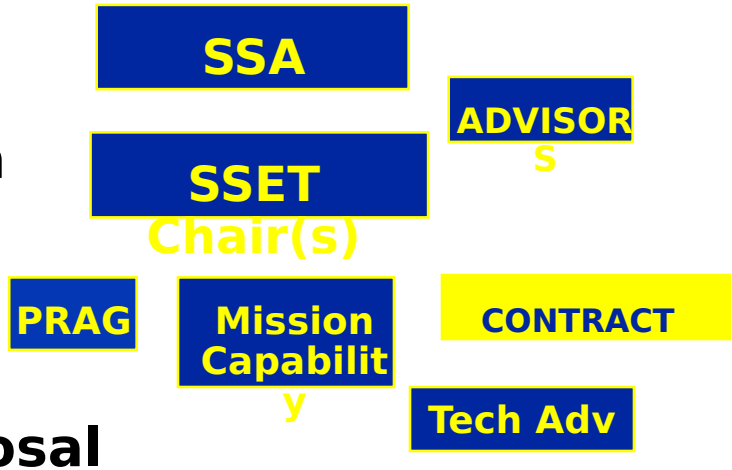
Source Selection Organization

Key Roles and Responsibilities

AFFTC

PCO/Contract Team:

- **Manage all aspects of the acquisition**
- **Principal Advisor to the SSET on the conduct of the source selection**



Responsibilities:

- **Prepare the RFP including Proposal Submission & Evaluation Instructions**
- **Serve as the POC after Final RFP Release**
- **Make competitive range determination**
- **Award the Contract(s)**
- **Ensure team membership remains**

HAZARDS

There Is an Island of Opportunity in the Middle of Every Difficulty.
Miss That, though, and You're Pretty Much Doomed.

Critical Front-end Documents

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- **Source Selection Plan**
  - **Source Selection Organization**
  - **Proposal evaluation method**
  - **Selection of source(s)**
  - **Approved by SSA prior to RFP release**

- **RFP**
  - **Section L - Instructions, Conditions, and Notices to Offerors or Quoters**
  - **Section M - Evaluation Factors for Award**

Source Selection Plan (SSP)

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- Establishes source selection method and organization
- Components
  - Acquisition strategy
  - Source selection organization
  - Presolicitation activities
  - Evaluation procedures
  - Evaluation factors, subfactors, and elements
  - Schedule of events
  - Use of non-government personnel
- Approved by SSA prior to RFP release

Parts of an RFP

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Section A Solicitation / Contract Form
Section B Supplies or Services / Prices / Costs
Section C Description / Specs / Work Statement
Section D Packaging and Marking
Section E Inspection and Acceptance
Section F Deliveries or Performance
Section G Contract Administration Data
Section H Special Contract Requirements
Section I Contract Clauses
Section J List of Attachments
Section K Contractor Representations & Certifications
Section L Instructions, Conditions, and Notices to Offerors or Quoters”
Section M Evaluation Factors for Award

RFP Section L

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"Instructions, Conditions, and Notices to Offerors or Quoters"

- Must be compatible, and correlate, with Section M "Evaluation Factors for Award"
- Must contain sufficient information to "guide" offerors in proposal preparation
  - Specifies proposal format and page limitations
  - May include program budget/funding information
- Should not provide enough detail to enable contractor regurgitation of compliant proposal

RFP Section M

AFFTC

"Evaluation Factors for Award"

- General Basis for Contract Award
  - Best value to the Government
  - Integrated Assessment
    - ✓ Series of linear evaluations not appropriate
  - Subjective judgment is implicit in the evaluation process
  - Everything is being evaluated
    - ✓ Most items are pass/fail
    - ✓ Subfactors represent focus areas
- As many as three components
  - Factor
  - Subfactor
  - Element

Evaluation Factors for Award

AFFTC

Factor

- Top level of evaluation criteria
- Uniform baseline against which each offeror's proposal is compared to determine the confidence the Government has that the offeror will be able to actually perform the work that the offeror proposes
- Mandatory Factors:
  - ✓ Mission Capability
  - ✓ Proposal Risk
  - ✓ Past Performance
  - ✓ Price/Cost

Evaluation Factors for Award

AFFTC

- **Mission Capability Subfactor should focus on those areas of product or services that:**
  - **Can be defined in terms of required contract performance outcome**
  - **Anticipate significant differences in proposals**
  - **Require consideration of user "objectives," and/or**
  - **Relate to significant program risks**

- **Element - Used rarely (for Agency procedures)**

Developing Evaluation Factors

- Involve all stakeholders (user, industry as appropriate)
- Ensure common understanding of requirements
  - User objectives must be specifically addressed
- High risk items generally included
  - Likely events with significant negative impact on program execution
- Everything is evaluated
  - But most “discriminators” are pass/fail
  - Mission Capability subfactors are intended as subset requiring greater scrutiny
- Should reflect market realities
  - To include inherent product/service characteristics

PROBLEMS

No Matter how Great and Destructive your Problems May Seem Now,
Remember, You've Probably only Seen the Tip of Them.

ENGINE
GO
TES

Source Selection Execution Overview

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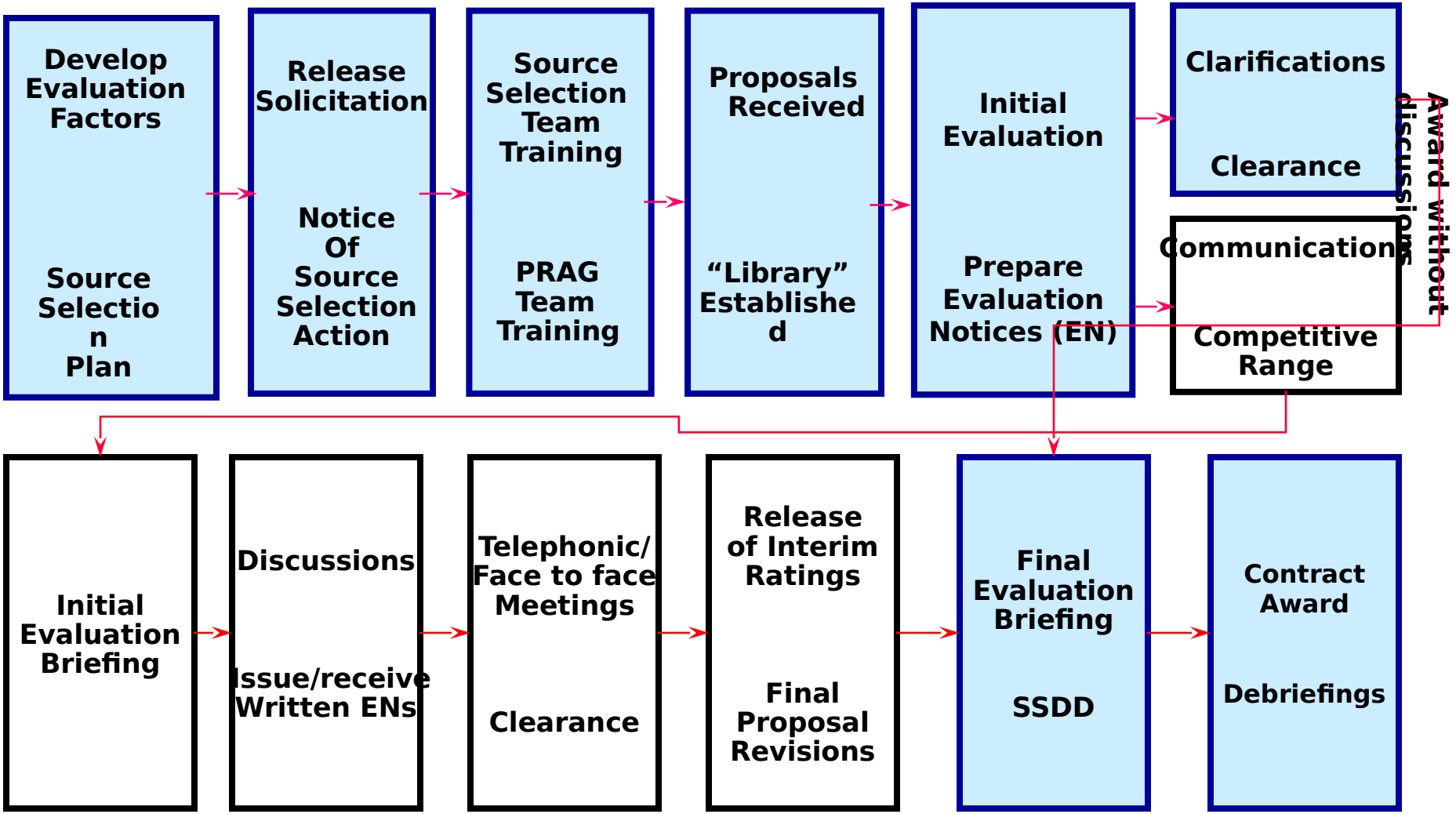

Solicitation Release

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- Occurs after SSP approval
- Generally recognized as the initiation of formal source selection activities
- PCO becomes single focal point for all exchanges with industry
  - Source selection notice issued to all government participants

Rules of Engagement

Rules Of Engagement

RFP ISSUED

AFFTC

- “GAG” Order
- No “discussions” with potential Offerors unless approved by the SSA
- Be consistent across all offerors in application of evaluation factors
- Exchanges - Do not favor one offeror over another
- All communications with Offerors are through the CO

Rules Of Engagement

RFP ISSUED

AFFTC

Formal Source Selection begins with RFP issuar

Ongoing Programs — **Day to day dialog to conduct business**

Competitive Acquisition — **Dialog** | Source Selection

RFP Issued

-CO is focal point for inquiries

Proposals received, Award Exchanges via ENs

SSET Training/Advice

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- **Should be conducted by Acquisition Center of Excellence (ACE)**
- **Ideally conducted on a continuing basis**
- **ACE is an advisor to SSET**
  - **Active participation from program inception**
  - **Focus on evaluation factors development, process execution**
  - **Must be present at ASP, IEB, FEB**

Proposal Receipt

- Data must be safeguarded
- Dedicated source selection facilities generally secure
- Proposal volumes usually counted, logged
- “Library” established to maintain control
- Volume page limits enforced
  - Extraneous pages discarded

Types Of Exchanges (After Receipt Of Proposals)

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Clarifications*

s needed with AWOD

- Adverse past performance
- PPI relevance
- Minor or clerical errors

Communications*

to determine competitive range

Shall

- Adverse PPI is determining factor in exclusion

May -

- Inclusion or exclusion uncertain
- Enhance gov't understanding
- Reasonable interpretation
- Facilitate gov't evaluation process
- Ambiguities, perceived weaknesses, omissions, mistakes, etc. -
- PPI relevance

Negotiations / Discussions

- Conducted with offerors in the competitive range
- Goal is to get best value
- Discuss inadequacies, weaknesses, deficiencies, and other aspects of the proposal to enhance award
- Discuss efforts above mandatory minimums

*Neither clarifications nor communications allow for an opportunity for proposal revision.

Initial Evaluation

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- **Evaluators analyze proposals against evaluation factors from solicitation**
- **Focus on strengths, weaknesses, deficiencies, risks, performance confidence and affordability**
- **Proposals generally reviewed in their entirety prior to moving to second offer**
- **Process discipline can be facilitated by the use of electronic source selection tools**
- **Results documented for presentation by SSET to SSAC and/or SSA**
  - **Evaluation Notices (ENs) should be written concurrent with review**

Evaluation Notice (EN)

- Exchanges with offerors for purposes of clarifications, communications, or discussions
  - Type of exchange must be identified
- ENs which result from deficiencies in offeror's proposal must be clearly identified to the offeror as deficiencies
- Reviewed and approved by SSET Chair
- Should be specific to individual concern
  - Writing single EN for multiple topics not recommended
  - Crossing (sub)factors not appropriate
  - Easier to discuss, "item specific" issue

Initial Evaluation Briefing (IEB) (Competitive Range Briefing)

- **"Competitive Range Briefing" when one or more offerors recommended for elimination**
  - **Must provide detail sufficient to support PCO determination**
- **SSET presentation of initial evaluation results**
  - **Focus on most significant issues, deficiencies**
- **Approval to enter discussions**
  - **Release ENs**
    - ✓ **Should be available for review by SSA**
- **Effectively final briefing should discussions be unnecessary**

Competitive Range

- **Reduction of number of contractors with whom discussions will be held**
- **Each proposal is rated against all evaluation factors**
- **PCO determination (w/SSA approval)**
- **Exclusion**
  - **When in doubt, leave them out**
  - **Comprised of all most highly rated proposals, *unless further reduced for efficiency***
- **Successive competitive range determinations possible**

Discussions

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- Negotiations with offerors remaining in competitive range
- Resolve Evaluation Notices
  - Must discuss
    - ✓ Significant weaknesses
    - ✓ Deficiencies
    - ✓ Other aspects to enhance award potential
- SSETs encouraged to provide actual interim ratings
- Telephonic and/or face to face discussions usually necessary
- Proposal revisions form baseline for final evaluation

Limits on Discussions

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- **Technical Transfusion**
  - **Technical Leveling “recognized”**
- **May not favor one offeror over another**
- **May not release the name of individuals providing past performance information**
- **May not knowingly release source selection information**
- **May not release offeror’s price without permission**

Release of Interim Rating Status

- Mandatory for all ACAT Programs
- Connotes conclusion of discussions
- Required immediately prior to request for Final Proposal Revision (FPR)
- Provides description of offeror's
  - Strengths
  - Weaknesses
  - Risks
  - Deficiencies
- Actual color codes and risk rating charts
- Requires SSA approval of Interim Ratings

Ensure complete understanding of evaluation

Final Proposal Revision

AFFTC

- **Issued to all offerors in competitive range**
- **Provides agreed to "model contract"**
  - **Technical baseline**
  - **Terms and conditions**
  - **Business arrangement**
- **Notes that discussions are concluded**
- **Requests pricing of negotiated agreement**

All changes should be traceable to original pro

Final Evaluation Briefing
(SSA Decision Briefing)

AFFTC

- **Briefing charts mandatory for Median and Agency levels**
- **Must include the integrated assessment of**
  - **Cost/Price**
  - **Performance Confidence**
  - **Color ratings for mission capability subfactors**
  - **Proposal risk ratings for each subfactor**
- **Only final ratings must be shown**
- **Sufficiently detailed narrative descriptions of each offeror's strengths, weaknesses, and risks**

RISKS

If You Never Try Anything New,
You'll Miss Out on Many of Life's Great Disappointments.

Evaluation Factors

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Mission Capability					
Subfactor 1	Subfactor 2	Subfactor 3	Subfactor 4	Subfactor 5	Subfactor 6
Prop Risk	Prop Risk	Prop Risk	Prop Risk	Prop Risk	Prop Risk
Performance Confidence					
Price/Cost					

For a proposal to be eligible for award it must meet all technica equirements of the solicitation, conform to all required terms ar conditions, and include all required certifications.

Basis for Award

AFFTC

Mission Capability		Proposal Risk	Past Performance	Cost / Price
MC-1	Altitude		• Mission Capability Subfactors • Cost/Price	• Realism • Reasonableness
MC-2	Payload			
MC-3	Cruising Speed			
MC-4	Delivery Schedule			
MC-5	Range			
MC-6	SB Considerations			

Basis for Award

AFFTC

Mission Capability	Proposal Risk	Past Performance	Cost / Price
MC-1 Altitude MC-2 Payload MC-3 Cruising Speed MC-4 Delivery Schedule MC-5 Range MC-6 SB Considerations		• Mission Capability Subfactors • Cost/Price	• Realism • Reasonableness

Mission Capability Proposal Color Codes

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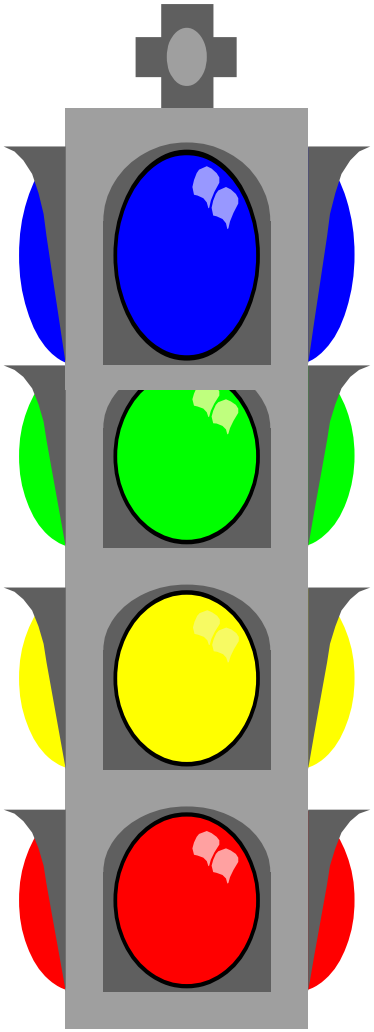

BLUE-EXCEPTIONAL: Exceeds specified minimum performance or capability requirements in a way beneficial to the Air Force.

GREEN-ACCEPTABLE: Meets specified minimum performance or capability requirements necessary for acceptable contract performance.

YELLOW-MARGINAL: Does not clearly meet some specified minimum performance or capability requirements necessary for acceptable contract performance, but any proposal inadequacies are correctable.

RED-UNACCEPTABLE: Fails to meet specified minimum performance or capability requirements. Proposals with an unacceptable rating are not awardable.

Mission Capability Color Code Evaluation

AFFTC

- **Mandatory at the subfactor level (shall not roll up)**
- **Focus on strengths and proposal inadequacies (*weaknesses*)**
- **Narrative assessment shall include:**
  - **Strength:** **a significant, outstanding, or exceptional aspect of an offeror's proposal that has merit and exceeds specified performance or capability requirements in a way beneficial to the Air Force, and either will be included in the contract or is inherent in the offeror's process.**
  - **Proposal inadequacy:** **an aspect or omission from an offeror's proposal that may contribute to a failure in meeting specified minimum performance or capability requirements.**
    - ✓ **Deficiency: (1st part)** ***a material failure of a proposal to meet a government requirement*** **or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level.**

Basis for Award

AFFTC

Mission Capability	Proposal Risk
MC-1	Altitude
MC-2	Payload
MC-3	Cruising Speed
MC-4	Delivery Schedule
MC-5	Range
MC-6	SB Considerations

Past Performance

- Mission Capability Subfactors
- Cost/Price

Cost / Price

- Realism
- Reasonableness

Proposal Risk Definitions

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High	**Likely to cause significant disruption of schedule, increase cost or degradation of performance. Risk may be unacceptable even wi special contractor emphasis and and close government monitoring.**
Moderate	**Can potentially cause some disruption of schedule, increased cost, or degradation of performance. Special contractor emphasis and close Government monitoring will probably be able to overcome difficulties.**
Low	**Has little potential to cause disruption of schedule, increase cost or degradation of performance. Normal contractor effort and normal Government monitoring will probably be able to overcome difficulties.**

Proposal Risk Evaluation

AFFTC

- **Assessed at the mission capability subfactor level**
- **Includes potential for disruption of schedule, increased cost, degradation of performance and the need for government oversight as well as likelihood of unsuccessful contract performance**
- **Narrative assessment shall include:**
  - **Positive aspects which support the proposal risk rating.**
  - **Weakness: a flaw in the proposal that increases the risk of unsuccessful contract performance. A "significant weakness" in the proposal is a flaw that appreciably increases the risk of unsuccessful contract performance.**
  - **Deficiency: (2nd part) a material failure of a proposal to meet a government requirement or *a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level*.**

Basis for Award

AFFTC

Mission Capability

Proposal Risk

MC-1	Altitude
MC-2	Payload
MC-3	Cruising Speed
MC-4	Delivery Schedule
MC-5	Range
MC-6	SB Considerations

Past Performance

- Mission Capability Subfactors
- Cost/Price

Cost / Price

- Realism
- Reasonableness

Performance Confidence Rating

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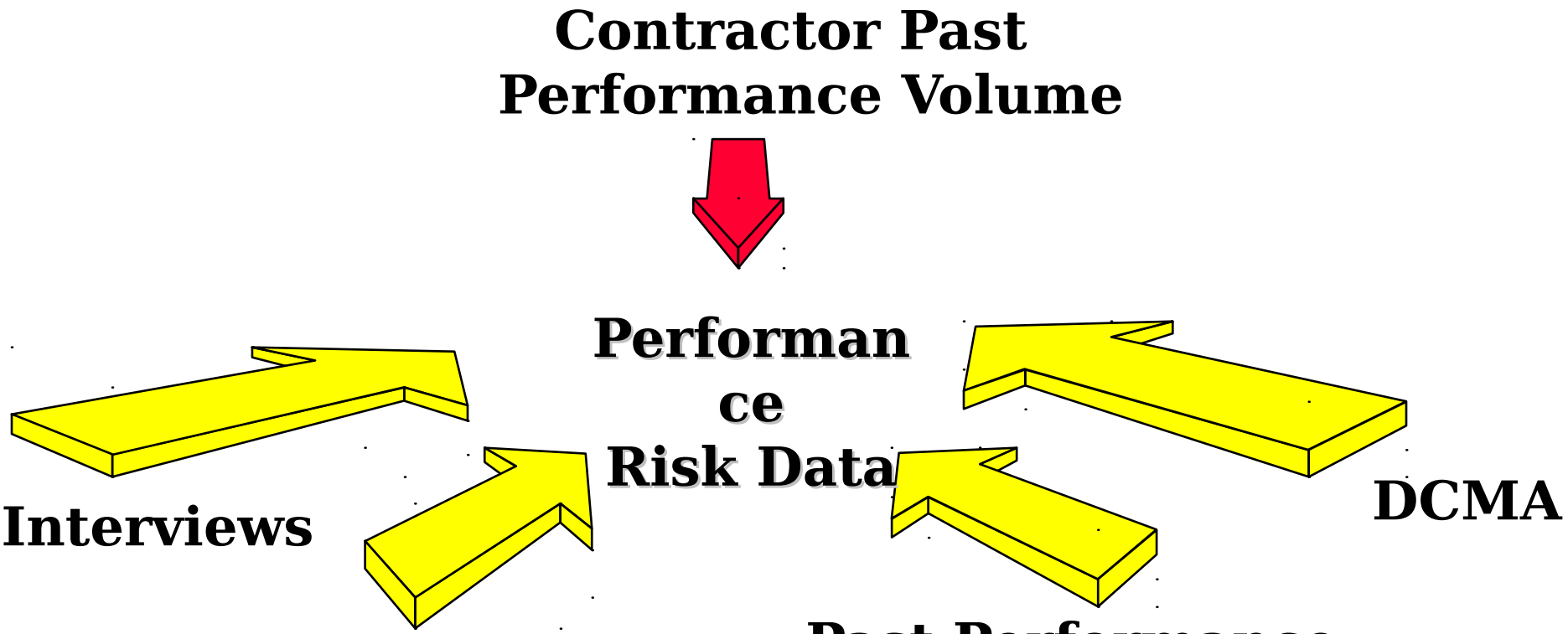
(Exceptional) **/ High**	**Based on the offeror's performance record, essentially no doubt exists that the offeror will successfully perform the required effort.**
***(Very Good)*/ Significant**	**Based on the offeror's performance record, little doubt exists that the offeror will successfully perform the required effort.**
(Satisfactory) **/ Confidence**	**Based on the offeror's performance record, some doubt exists that the offerors will successfully perform the required effort.**
***(Neutral)*/ Unknown**	**No performance record identifiable (See FAR 15.305(a)(2)(iii) and (iv)).**
***(Marginal)*/ Little**	**Based on the offeror's performance record, substantial doubt exists that the offeror will successfully perform the required effort.**
(Unsatisfacto	**Changes to the**

Performance Risk Evaluation

- **SSA has option of assigning rating at factor level based on subfactor assessment or may have PRAG recommend factor level assessment**
- **Shall be at least as important as as the most important non-cost factor**
- **Assessed using relevant past performance**
  - ✓ **Mission capability subfactors**
  - ✓ **Cost/price**
- **Evaluated as a measure of the government's confidence in the offeror's ability to successfully perform based on previous and current contract efforts.**
- **Narrative assessment shall include:**
  - **Positive and negative aspects which support the performance risk rating.**

Past Performance Data Sources



Contractor Performance Assessment Report (CPAR)

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- **Definition: A report that assesses a contractor's performance, both positive and negative, on a given contract during a specific period of time**
  - **Compiled by government**
  - **Rebuttal by contractor as appropriate**
- **Purpose: Ensures source selection teams have a detailed assessment of contractors' past performance**
  - **Data is current and available**
  - **DoD wide database**

www.cpars.navy.mil

What is “Relevant” Data?

AFFTC

- **Mission Capability Subfactors**
  - **Product/Service Similarity**
  - **Program Complexity**
- **Contract Type**
- **Program Phase (PDRR, production, etc)**
- **Contract Environment (sole source vs. competitive)**
- **Division of Company Doing Work**
- **Subcontractor Interaction; Compliance with SB, SDB & WOB requirements**
- **Other divisions, critical subcontractors or teaming arrangements**
- **Recency**
- **Cost/Price (both $ value and performance)**

Basis for Award

AFFTC

Mission Capability

MC-1	Altitude
MC-2	Payload
MC-3	Cruising Speed
MC-4	Delivery Schedule
MC-5	Range
MC-6	SB Considerations

Proposal Risk

Past Performance

- Mission Capability Subfactors
- Cost/Price

Cost / Price

- Reasonable
- Realism

Cost/Price Evaluation

AFFTC

- **Degree of analysis varies with**
  - **Contract complexity**
  - **Degree of competition**
  - **Program phase**
  - **Type of product/service being acquired**
  - **Contract type**
- **Entire team should have access to cost/price data**
- **Part of integrated assessment of offers**

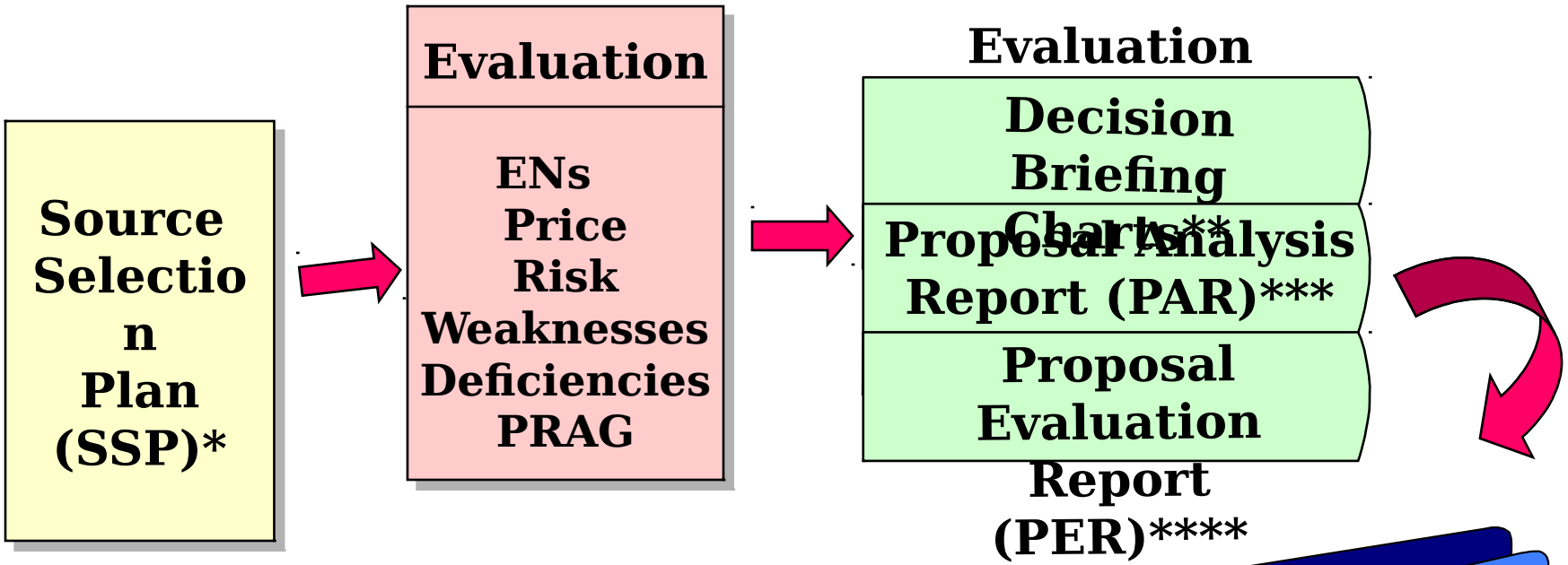
Cost/Price Evaluation

AFFTC

- **Cost Reimbursement Contracts**
  - **Cost Realism Analysis required**
  - **Probable cost reported to SSA**

- **Firm Fixed Price Contracts**
  - **Price Analysis required**
  - **No cost/price data beyond CLIN prices**
  - **HCA waiver authority**

Documentation

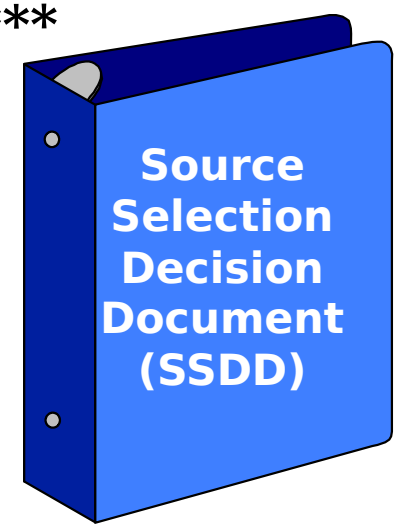


* For BASIC - SSP need not be a separate document but can be included in PER (see **** below).

** Mandatory for MEDIAN/AGENCY; Optional for BASIC.

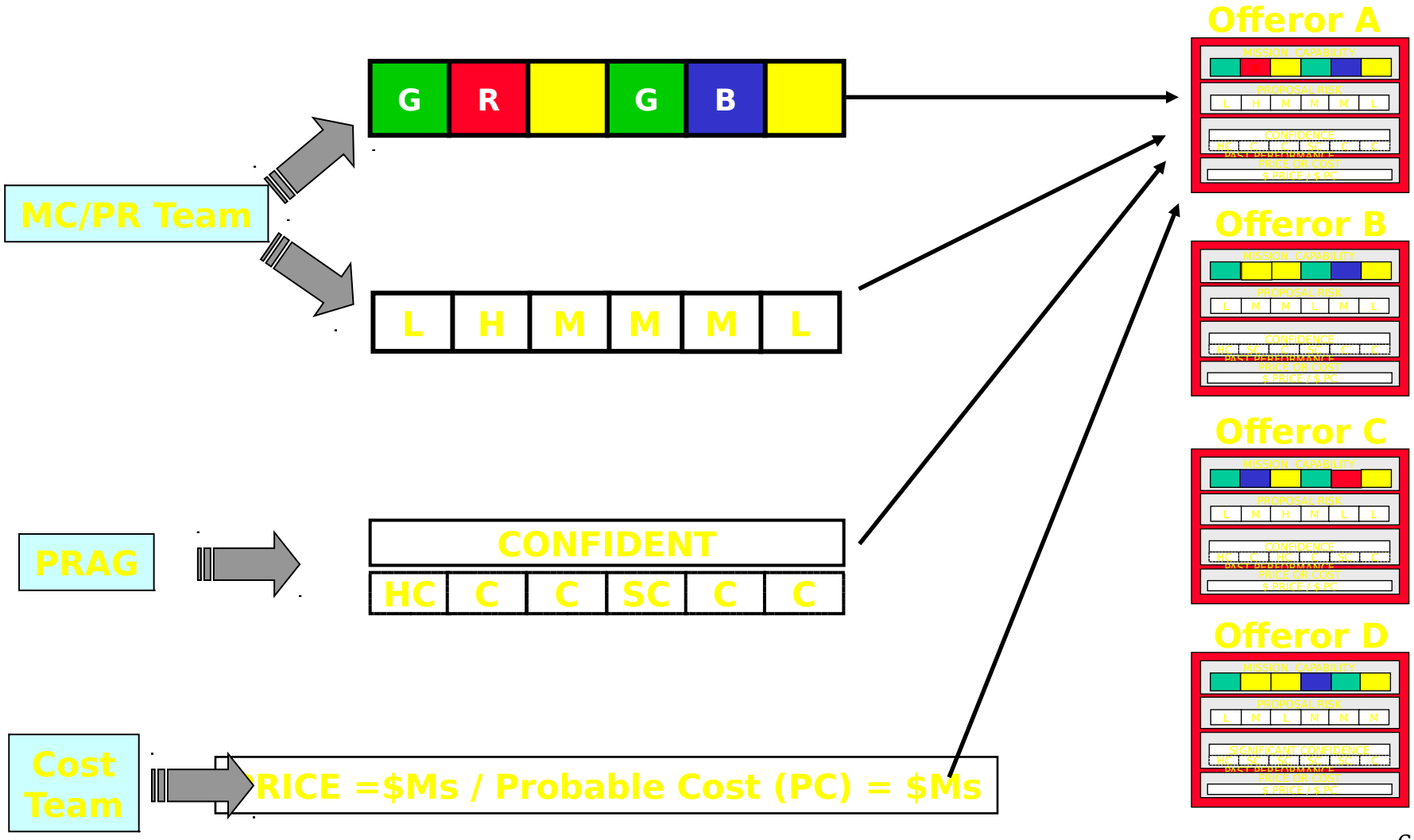
*** Mandatory for AGENCY /ALL ACAT PROGRAMS; Optional for MEDIAN.

**** Required for BASIC only. Written incrementally. Sec I-Modified SSP; Sec II-Evaluation Detail (Used in Debrief); Sec III-Comparative Analysis; Sec IV-SSDD



Integrating the Ratings

AFFTC



Best Value Roadmap

AFFTC

Begin Best Value

Requirements & factors

DRFP

RFP

"Receive" Proposals

- Experience
- Cost Data
- Technical

Evaluate using Clarifications or Communications (as appropriate)

Award without Discussions or Determine Competitive Range

Debrief "Cut" Offerors

Have Meaningful Exchanges with Offerors

Final Proposal Revisions

Lessons Learned

Market Research

APPROVED
Best Value Process
AFFARS 5315.1,2 & 3

Customers Needs

Debrief Unsuccessfuls

Award Contract(s)

Decision

SSA Integrated Assessment

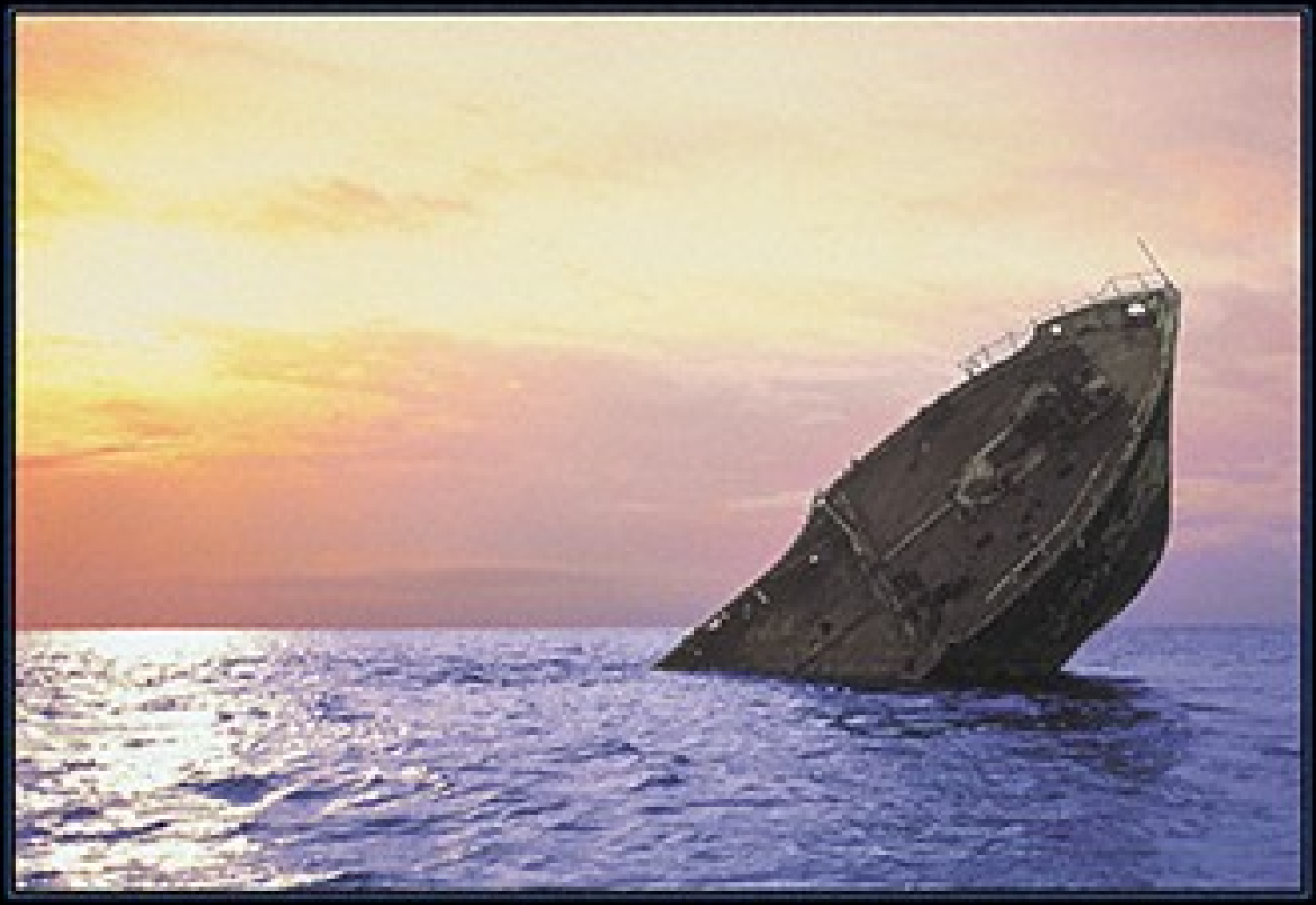
Re-Evaluate Proposals

Contractor Debriefings

AFFTC

- **Overall ranking of all offerors (if applicable)**
- **Use same briefing charts used for SSA**
- **SSDD appropriately redacted shall be provided**
- **Reasonable responses to relevant questions**
- **Do not discuss/present**
  - **Proprietary information of competing offerors**
  - **Successful offeror's narrative**

They may not agree, but they should understand!



MISTAKES

It Could Be that the Purpose of Your Life Is
Only to Serve as a Warning to Others.

Electronic Source Selection Tools

AFFTC

- EZSource
  - Developed by contractor for ASC
  - Government owned
  - Used at all AFMC product and logistics centers
  - Robust tool that will build necessary briefings
- Electronic Source Selection (ESS)
  - Developed by contractor for SMC
  - Government owned
- Decision Point
  - Commercial derivative of government owned "NITRO"
    - Tools will be web based in the future – allow remote acc

Hot Topics

AFFTC

- **Market Research**
  - **Results frequently reflect user preferences**
  - **Should reflect market realities**
- **Evaluation Factors for Award not well thought out**
  - **Should reflect market realities**
    - ✓ **To include inherent product/service characteristics**
  - **Should take into account high risks**
  - **Should address user “objective” requirements**

Hot Topics

- **Specific recognition that everything is evaluated**
  - **But most “discriminators” are pass/fail**
  - **Mission Capability subfactors are intended as subset requiring greater scrutiny**
- **Documentation should reflect the logical decision process completed by the SSET, SSAC, and SSA**
  - **No school solution**
  - **No need to document those areas covered by pass/fail criteria**
- **Inexperienced SSETs/SSACs**

Summary

- **Each Source Selection is unique**
- **Source Selection is a subjective process**
- **The purpose of Source Selection is to provide best value products and services to the war fighter**